

EFFECT OF FLEXIBLE WORK ARRANGEMENT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE: A STUDY OF SELECTED MANUFACTURING FIRMS IN OGUNSTATE, NIGERIA

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ABSTRACT

Employees are the most vital and valued asset of every organization and play crucial roles in the performance of organisations. There are growing concerns that the quality of work and family life of employees is declining which leads to poor performance of manufacturing firms in Ogun State. This study investigates the effect of flexible work arrangement and career development on employee performance in selected manufacturing firms in Ogun state. A survey research design was used. The targeted population was 26754 which consisted of five selected manufacturing firms in Ogun State, Nigeria. The sample size of 520 adopted. A structured questionnaire was used in collecting primary data. Data were analysed using descriptive and simple linear regression. The findings revealed that flexible work arrangement ($\beta = .954$, $t = 24.087$, $p < 0.05$) and career development ($\beta = 1.036$, $t = 19.800$, $p < 0.05$) have a statistical significant positive effect on employee performance of selected manufacturing firms in Ogun State. The study concluded that flexible work arrangement and career development affect employee's performance in manufacturing firms.

KEYWORDS: Career Development, Employee Performance, Flexible Work Arrangement

Article History

Received: 02 Jul 2021 | Revised: 15 Jul 2021 | Accepted: 20 Jul 2021

INTRODUCTION

Many organizations in this global turbulent business environment today are struggling to adapt to variety of changes so as to survive and achieve competitive advantage over others. They are strategizing on how best to enhance their productivity through improved performance by the employees. Motivation of employees by acknowledging the importance of balancing their work, family life and career development has continued to gain ground (Beauregard & Henry, 2009; Akpa, et al, 2020). Flexible working arrangement refers to the practices that afford employees control of when, where and how they want to get their job done (Kelly & Moen, 2007, Grzywacz, Carlson & Shulkin, 2008). According to Giannikis and Mihail (2011), flexible work arrangements is one of the Work-Life initiatives being advanced by many organizations today as they seek to enable their employees reconcile their work life and family responsibilities Mungania, Waiganjo, Kihoro (2016), hence this has created avenue for employee to arrange their work to make a balance with family responsibilities such as taking children to school, childcare and even taking care of the aging in the family and society (Idowu, 2020; Mweresa & Mwandihi, 2015). Hildebrandt (2006) posited that flexible work arrangement outlines when an employee's work starts and end, giving room for employee to work within the limit. He further argued that organizations that engage in such

practices will ensure that employees discharge their duties during the core time but give them permission to choose their work schedules during each side of the core time. According to Fall(2016), effective implementation of flexible work policies will enhance employee performance.

Career development is one of the work life balance strategies used by organizations to achieve the performance needed by the employees. The organizations that make employee career development a priority always get the best out of them because its create mutual understanding and relationship between them (ie employer –employee relationship) and influences efforts to improve better performance (Oduma, Caroline & Were, 2014; Nasution et al, 2018). According to Ikechukwu and Paschal (2017), research has shown career development as important determinants of employee and organizational relationship and that organization that provides mechanism for employee career development creates a mutual investment of the relationship with their employees which can lead to rewards and promotion. Investing in career development is essential for continuous productivity especially in the manufacturing firms (Yuktharamani, Roslina & Roslinah, 2014). Khan et al (2016) assert that by giving employee appropriate career development encourages them to improve their skills and have impacts on their jobs performance. Armstrong (2009) affirm that career development is the work life process of managing learning, work, leisure and changes in order to move toward a personally determined and evolving favored future (Katharina & Dewi 2020, Nasution et al, 2018, Ikechukwu& Paschal,2017)The varying perspectives of career development serves as an impediment to researchers seeking the relationship between career development and employee performance (Oduma, Caroline & Were, 2014). This study sought to ascertain the effect of work life arrangement and career development as an indicator of employee performance of selected manufacturing companies in Ogun State.

LITERATURE REVIEW

Concept of Flexible Work Arrangement (FWA)

Flexible work arrangements (FWAs) are mutually beneficial agreements between employees and employers which provide alternate options as to when, where, and how much one works. (Fall, 2016). Work flexibility does not only involves the variability in time and place of employment, but also involves sharing of tasks, career breaks, part-time and work period (Torrington, Taylor, Hall & Atkinson, 2011). According to Tomlinson (2007), flexible work hours is the length of time the workers works and the pattern of job which includes leave and other absence taken from work (Idowu, 2020).Pillinger (2006) assert that flexible working hours arrangement is the solutions to demographic changes in the labour maker, which include upsurge of women employees participation, increasing competitions in the economy globally and also because employees want flexibility (Coenen & Kok, 2014). Clare and Deirdre (2010) asserts that changes in economic, technological, social and family, have encouraged the introduction of flexible working arrangements. Flexible work arrangements give an employee a certain degree of freedom in deciding how the work will be done and how they will coordinate their schedules with those of other employees

According to Sprietzer, Cameron and Garret (2017); Kattenbach, Demrouti and Nachriener (2010); Shockley and Allen(2007)flexible work arrangement is the alternative or options that allow an employee to work outside the traditional confines of a standard organization of work with respect to different modalities such as quantity, distribution of work place and working time (Dex& Smith 2002, Glass & Finley,2002). Flexible working arrangements according to Austin-Egole and Iheriohanma (2020), includes weekend part-time work, shift work, annual hours contract, job sharing, flexi-time, home base work, telework, compressed work week, job sharing, overtime and temporarily /casual work (Possenried & Plantenga,

2011). The employer sets certain limits such as minimum and maximum number of hours of work every day, and the core time during which all employees must be present. Changes in workforce demographics and changes in the nature of work in the light of increased adoption of information systems makes FWAs a cheaper alternative solution to afford employees a balance in their work and their respective family needs (Osisioma et. al., 2015, Grzywacz, & Carlson, 2007).

Hayman (2009), posited that FWAs is not about working less but having a greater of ones work in an effective way. It recognizes that individual in all demographics may not be able to adapt to the rigid 8am – 5pm Monday-Friday schedule (Idowu, 2020). Flexible work arrangement simply refers to any working schedule that is outside the contemporary working pattern. Literature evidences highlight the importance of flexible working to both academics and industrialist as a means to establish a good work –life balance for employees, explaining how a good work-life balance for employees makes employees increase their efficiency of work, which in turns leads to increase in productivity of the organization (Mweresa & Mwandihi, 2015). Stavrou and Kilaniotis (2010), Possenrid and Plantenga (2011) posited that flexible work arrangements comprises of three main categories of flexible work arrangement (FWA) which differ in terms of solutions offered, varying levels of formality and varying degrees of flexibility on offer. Which are full- time flexibility arrangements (which include flexible-time, tele -homework, time bank and compressed work weeks. Its aimed at militating against the stress of full time employees Whittard, 2005, Al-Rajudi, 2012); Part time flexibility (flexible in the duration of work which includes reduced working days and job sharing (Stavrou & Kilaniotis 2010), Career flexibility/career breaks (includes the gradual increase in work time after maternity/ parternity leave with options of resuming with part time work before proceeding back to full time employment (Idowu, 2020, Stavrou & Kilaniotis, 2010).

Flexible work arrangements are linked to a number of positive outcomes for employees that embrace it such as better mental health, reductions in stress, burnout, reduced turnover and absenteeism and increase in retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim & Giuntoli, 2008, Clark, 2001). According to Fall (2016), flexible work arrangement is associated with improved employee productivity, reduced absenteeism and improved supervisor ratings across several studies and industries. Sweet, Pitt-Catsouphe & James, (2015). Grzywacz, Carlson and Shulkin, (2008) are of the opinion that although, flexible work arrangement enables organizations to extend working hours, setting up and maintaining time-keeping systems and will come up with additional costs which might not necessarily be associated with remuneration which may include power and water costs that are incurred during the extended working hours. Also, it is important to note that flexible work arrangement has no one pattern to fits all solutions and requires arrangements that are tailored to the needs of the employees (Galinsky, et al, 2008, Idris, 2014, ten Brummelhuis, Haar, & van der Lippe, 2010).

Career Development

Career development according to Yukhtharamani et al (2014) is an integrated set of organized programs provided over a period of time, in an effort to ensure that employees have all necessary competence to perform to their fullest potential in support of the organization's goals (Abdul, Nafees & Imran, 2015; ten Brummelhuis & van der Lippe, 2010). Tobing (2016) defined career development as an organized planning method used to match employee's goals with the business needs of the organization. He highlighted the benefits of career development scheme for organization and individual employee as loyalty, increased productivity, low turnover, high competence, job commitment, effective service delivery, clear targets for employees, acquisition of knowledge, talent development, job security, recognition and enhanced self-awareness (Zulkarnain, 2014). Armstrong (2009) affirm that career development is the work life process of managing

learning, work, leisure and changes in order to move toward a personally determined and evolving favored future (Katharina & Dewi 2020,Nasution et al, 2018, Ikechukwu & Paschal,2017)

Thite (2001) explained career development as a scheme embarked on by the organization in creating a pathway for their employees to match individual objective with organization needs in order to integrate commitment thus, resulting to increased performance and productivity (Zhou & Li 2008). Sohail and Xing (2014) argued that career development involves being aware of personal goals, values, organizational goals, adapting new knowledge, application of new knowledge and taking advantage of opportunities (Winda, Nayati, & Arik,2017). Dittmann (2009) posited that career development is a win-win scenario for employees and organization at large because, it's a key factor for achieving personal goals and organizational goals (Henderson, 2013,Chiaburu,2013). Daniels(2003) also argued that employees are more committed to their organization when the organization designs a clear cut career development programs (Kong, Cheung & Zhang,2010).According to Ikechukwu and Paschal (2017), Human resources are the most important asset of every organization in which they play active role towards the organizational achievement which can never be underestimated. However, equipping this valuable asset through effective training and development becomes imperative so as to maximize job performance. However, career development is mostly used to close the gap of current performances and expected future performance. (Tsui, et al (1997), Byars& Rue, 2004, Robbins, 2010)

Employee Performance

Nyokabi(2014)asserts that worker performance is a rating system used in many companies to decide the skills and productivity of a worker. Employee performance is the extent to which an organizational member contributes to achieving the goals of the organization (Zhang 2012). The concept of employee performance is progressively popular amid management sciences scholars, as employee performance is essential to the employees as well as the organization (Ukwadinamor and Oduguwa, 2020). Orogbu, Onyeizugbe and Chukwuemeke, (2015) defined performance as the value added in an activity or task achieved by an employee at work. Faiza and Nazir(2015), Hye(2014), Mohsan, Nawaz, Khan, Shaukat & Aslam, (2011) sees employee performance as the responses of behavior reflecting what has been erudite or the kind of training received by employees which includes the psychological and mental competences. Bakker and Schaufeli, Leiter(2008) posits that performance of employees could include: quantity of output, quality of output, timeliness of output, efficiency, accommodating behavior/ cooperativeness, and work attendance (Gungor, 2011).Improved individual employee performance could improve organizational performance as well (Ergun, 2008, Ozmutaf, 2007). Abualoush (2018)affirm that employee performance greatly contributes to the benefit of the corporations especially in terms of efficacy and output and also has a link to the activities and duties carry out by the employee which indicates the level of contributions of the employee to the organization (Pawirosumato et al, 2017, Klindzic & Maric 2017)..

Spillover Theory

According to lakshmy priya and Rama (2016), Spillover theory describes the situations that could lead in either negative or positive spill over work in small organization or the family (Hill, Ferris & Martinson, 2003). Spillover concept investigates the impactof the work sphere on family domain as well as the transfer of work related emotion from one domain to the family. That is, the behavior, emotions, skills and standards of one domain can overspill tothe second domain (Powell & Greenhaus, 2010). Bakker et al (2009) asserted that spillover has to do with the transfer of the conditions of wellbeing from one sphere of life to another. Edwards and Rothbard, (2000), Schultz, (2009) identify two types of spillover which are positive and negative that can be transferred from one domain to the other.

Positive spill over denotes that satisfaction and achievement in a domain may result to the satisfaction and achievement in another domain whereas the negative spillover means that complication and despair in one domain may result to the similar feeling in another domain. The factors that can end in negative work life spill over are work overload, unfriendly work schedules and emotional job demands whereas domestic problems, absence of support from spouse and sickness leads to family work overspill. If work family interplay are not flexibly organized with in a period and space, then spillover in terms of time, vigor and conduct is usually negative. Nevertheless, work resilience, helps to integratenumerous factors of time and space amid work and family resulting in positive spillover. Which is very useful in attaining robust work and family equilibrium (Rodriguez-Mounz et al, 2013, Edwards & Rothbard, 2000, Xu 2009, Demerouti, Bakker & Bulters, 2004, Akpa et al 2020). According to Tamunomiebi and Oyibo (2020), numerous authors posit that experience gained in an individual activities in one domain could benefits his or her activities in another domain.(Grywacz, Carlson, Kacmar & wayne, 2007, Tsai, 2003).

Spillover theory acknowledges the influence of the work and family on each other and how the experience in one part will affect the experiences in the second part. Spillovery concepts also posits that upsurge in satisfaction or dissatisfaction at workplace could result to upsurge satisfaction or dissatisfaction at home. This could mean that the conduct, expertise, mood and standards from work can spill over to the family (Edwards & Rothbard, 2000). Spillover theory is necessary for this research as it elucidate the correlation between flexible work arrangement, career development and employee performance which has to do with employees personal lives and how their roles affects their performance either in positive or negative ways (Schultz, 2009, Greenhaus & Powell, 2006; Wayne et al., 2004, Akpa et al 2020).

Empirical Review

Flexible Work Arrangement and Employee Performance.

Secret (2006) reported that flexible work arrangement helps to maintain and boost employee productivity. Chow and Keng-Howe (2006) study of workers in Singapore revealed that the more flexible the employee schedules are, the greater their performance; Balted, Briggs, Huff, Wright and Neuman (1999) also found a positive effects of flexible work schedules on productivity in their meta-analysis. Erkut and Funda (2014) examined the effect of flexible work arrangement on employee performance. The study revealed that factors such as job suitability to flexibility, job loyalty and employees attitude towards flexible work arrangement affect employee performance. Mweresa, Mwandihi (2015) in their study of commercial banks, found that Flextime work arrangement is positively related to employee performance. McNall, Aline & Nicklin, (2010) explored the relationship between flexible working arrangements and employee performance. The finding reveals that flexible working increases employee productivity and that employers benefits more from flexibility working arrangement. Numerous empirical studies revealed a positive relationship between flexible work arrangement and employee performance (Erkut & funda, 2014, MuliMuathe, & Muchiri, 2014, Kotey & Sharma 2016, Hashim, Ullah& Khan, 2017, Muli, Austin-Egole, Iheriohanma, & Nwokorie, 2020, Akpa, et al 2020).

Career Development and Employee Performance

Abdul, Nafees and Imran (2015) found career development as a main predictor of employee performance in their study the impact of career development on employee performance in the petroleum sector in Pakistan and concluded that employee can perform well once career development opportunities are presents. Saud et al (2017) in their study, found a significant effect of career development on employee performance, concluded that business capitalizes on employee career development increased productivity (Sharjeel & Saba, 2013). The findings of Irene and Hazel (2016) showed that career

development plays a major role on performance and that many employees after acquiring more knowledge and skills are able to solve problem and upsurge their delivery hereafter, boosting their performance. Oduma and Were (2014) and Ami (2016) showed is a positive relationship between career development and employee performance. Career development helps employers and employees to bridge the gap between expected and future performance and productivity. Employees perceive career development as a path way towards achieving career aspiration hence, making them work better (Desti, 2015, Harold & Amit, 2011) Abdul and Aamer (2011) in an empirical finding showed that employee development is a relevant element towards achieving performance. Katharina & Dewi (2020), Nasution et al, (2018) Ikechukwu and Paschal (2017) in their studies found that career development influences performance of employees in the various organizations of their studies.

Conceptual Model

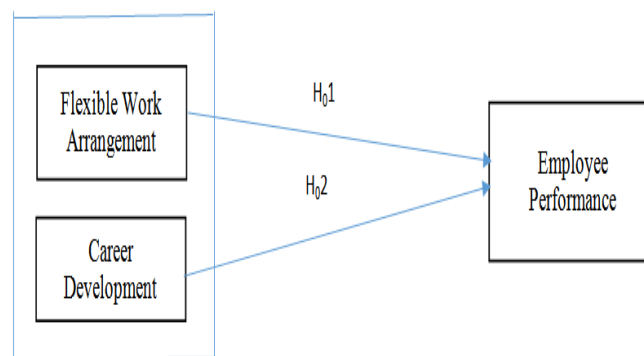


Figure 1.

Source: Developed by the Researcher

METHODOLOGY

Research Design

This study adopted a descriptive survey research design as a guide to examine the effect of flexible work arrangement and career development on employee performance. The design provides the researcher with relevant information to describe the relevant aspects of the variable. Also, the use of descriptive research design was considered because it allowed for the collection of quantitative data which were used to analyze using descriptive and inferential statistics. It is an appropriate method because of its uniqueness and relevance as it concentrates on the event.

The targeted population was 26,754 employees from the top, middle and lower management of the selected manufacturing firms in Ogun State. The sample size of 520 was determined using Taro Yamane's statistical distribution formula which included 30 % for non-return of questionnaire, in completed questionnaires and non-response questionnaire). Multistage technique was used in arriving at the definite strata of the respondents. Random sampling technique was used in selecting each respondent. The justification for choosing this sampling technique is that it increases the sampling precision during the process of dividing the population into strata (Asika, 1990).

The data gathering instrument was self-administered, six-point Likert scale questionnaire which were administered to the employees of Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited and Evans Medical Plc. The research instrument was scrutinized by experts, specialist with knowledge in management sciences questionnaire and by senior academic staff in the department of Business administration, Babcock University. The study

used cronbach's alpha reliability test to evaluate the viability of the questionnaire. The benchmark for reliability cronbach's alpha score was is.70 as recommended byNunnally (1978) and Amin (2005) for item loading. Therefore, the overall reliability of the whole scale is guaranteed (Nunnally, 1978). Specifically the Cronbach's Alpha Reliability coefficient for all the construct items ranged between 0.704to.837. Therefore, based on the Cronbach alpha values the questionnaire was acceptable as it's demonstrated the reliability of variables.

A total of five hundred and twenty (520) questionnaires were administered to the selected manufacturing companies, while 432 were retrieved representing 83% response rate which is adequate for both analysis and reporting (Mugenda & Mugenda, 2003). The statistical analysis was carried by using MS Excel and SPSS (Statistical Package for Social Science) Software 21 version for windows. Data were analyzed using descriptive and inferential statistical method such as percentages, frequencies, and linear regression analysis at 0.05 level of significance.

HYPOTHESES TESTING, DATA ANALYSIS, RESULTS AND DISCUSSIONS

H₀₁: Flexible work arrangement has no significant effect on employees' performance in selected manufacturing firms in Ogun State.

Table 1 shows indicated above showed that Flexible work arrangement has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = .954$, $t = 24.087$, $p < 0.05$). The result revealed that Flexible work arrangement predicts employee performance ($F = 580.192$, $p < 0.05$). Further, the Table shows that Flexible work arrangement contribute about 57.4% variance in Employee Performance. The equation obtained for the regression was the following:

$$EP = 23.533 + 0.954FWA \quad (1)$$

Where:

EP = Employee Performance

FWA = Flexible work arrangement

The regression equation above explains the effect of flexible work arrangement on employee performance in selected manufacturing companies in Ogun State. The equation shows that when flexible work arrangement is constant at zero, employee performance takes the value of 23.533 implying that without flexible work arrangement, employee performance in the selected manufacturing companies would be 23.533. The coefficient of work hours was 0.954. This indicates that an increase in the flexible work arrangement by one unit leads to an increase in employee performance in the selected manufacturing companies by 0.954 units. This implies that an increase in flexible work arrangement will subsequently increase employee performance in the selected manufacturing firms. Based on this result, the null hypothesis one (H₀₁) which states that flexible work arrangement has no significant effect on employees' performance in selected manufacturing firms in Ogun State is hereby rejected.

Table 1: Summary of Regression Analysis of Flexible Work arrangement on Employees' Performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.533	.748		31.473	.000
Flexible Working Arrangement	.954	.040	.758	24.087	.000

$R = 0.758$; $R^2 = 0.574$; Adj. $R^2 = 0.573$; $F_{(1,430)} = 580.192$

a. Dependent Variable: Employee Performance

Source: Researcher's Field Survey from SPSS output, 2021

DISCUSSIONS

The result of hypothesis one reveals that flexible work arrangement has positive significant effect on employees' performance in selected manufacturing firms in Ogun State. The results are in agreement with Chow and Keng-Howe (2006), Kottey and Sharma (2016), Hildebrandt, (2006) which indicated that the more flexible workers schedules, the greater their performance. Also, the study supported the findings of the work by Mungania et al (2016) who found positive effects of flexible work schedules on performance in bank industry in Kenya. Erkut and Funda (2014) posit that factors such as job suitability to flexibility, job loyalty and employees attitude towards flexible work arrangement affect employee performance. Similarly, working family (2016) confirms that flexible work arrangement has a strong positive relationship with employee performance. The study finding also concur with a study by Mweresa and Mwandih (2015) which conclude that flexible work arrangement had significant effects on employee performance. Lilian and Clare (2016) investigated the effects of formal and informal flexible work arrangements on employee performance. Results obtained from structural equation models showed average positive indirect effects from informal flexible working on employee performance. The results also showed negative direct affects from formal flexible working. The study further specified that informal remote working arrangements have positive indirect effects on employee performance. This agreed with Jessica (2014) who explored the relationship between flexible working arrangements and employee performance. The finding reveals that flexible working increases employee productivity and that work flexibility is to the benefit of employers. Also, Erkut and funda (2014), observed that flexible working arrangement is an important factor in its consequent success or failure at enhancing employee performance. An implication of this is that there are no silver bullet solutions or one size fits all solution to the FWA and employee performance dynamic. Making it necessary for tailored flexible work solutions according to the demands of the particular firms of interest.

Hypothesis Two

H₀₂: Career development has no significant effect on employees' performance in selected manufacturing firms in Ogun State.

Table 2 shows regression analysis indicated that career development has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = 1.036$, $t = 19.800$, $p < 0.05$). The result shows that career development significantly predicts employee performance ($F = 392.024$, $p < 0.05$). In addition, the Table shows that career development contributes 47.7 % variance in employee performance. The estimated equation obtained for the regression was the following:

$$EP = 20.644 + 1.036CD \quad (2)$$

Where:

EP = Employee Performance

CD = Career Development

The regression equation above explains effect of career development on employee performance in selected manufacturing companies in Ogun State. The equation shows that when career development is constant at zero, employee performance takes the value of 20.644 implying that without career development, employee performance in the selected manufacturing companies would be 20.644. The coefficient of work hours was 1.036. This indicates that an increase in the career development by one unit leads to an increase in employee performance in the selected manufacturing companies by 1.036 units. This implies that an increase in career development will subsequently reduce employee performance in the selected manufacturing. Therefore, the null hypothesis two (H_{02}) which states that career development has no significant effect on employees' performance in selected manufacturing firms in Ogun State is hereby rejected.

Table 2: Summary of Regression Analysis of Career Development On Employees' Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	20.644	1.050		19.665	.000
Career Development	1.036	.052	.691	19.800	.000

$R = 0.691$; $R^2 = 0.477$; Adj. $R^2 = 0.476$; $F_{(1,430)} = 392.024$

a. Dependent Variable: Employee Performance

Source: Researcher's Field Survey from SPSS output, 2021

Discussion

The result of hypothesis two showed that career development has positive and significant effect on employees' performance in selected manufacturing firms in Ogun State ($\beta = 1.036$, $t = 19.800$, $p < 0.05$). The finding is in agreement with Abdul, Nafees and Imran (2015) assertion that the output of employees increases when they have career development opportunities at their disposal even when they are overloaded. Similarly, Irene and Hazel (2016) concluded that business take advantage of career development so as to increase their productivity as career development plays a major role to performance, many employees after acquiring more knowledge and skills are able to solve problem and increase their delivery hence, boosting their performance. The findings of this study is also in line with the finding of Oduma and Were (2014) which shows that Career performance helps employees to bridge the gap between expected and future performance (Amin 2016). Also, the study supported the findings of Sharjeel and Saba (2013) which argued that the performance of the academic staff increases beyond expectation when they are given career development opportunities. Desti (2015) emphasized that the career development scheme provided by the organization had a positive effect on performance. Hence, employees in the district are more productive. Harold and Amit (2011) confirm that a strong positive relationship has emerged between career development and employee performance. It was discovered that when employees who have developed themselves are tasked, they tend to be more competent and vibrant in solving problems and in terms of delivery service. Hence, making productivity optimal. Abdul and Aamer (2011) in an empirical finding revealed that employee development is a germane element towards achieving performance. When organization helps their employee to develop they are more committed and tend to be more productive.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study examine the effects of flexible work arrangement and career development on employee performance of selected manufacturing firm in Ogun state, Nigeria. The study concluded that flexible work arrangement and career development affects employee's performance of selected manufacturing firm in Ogun state, Nigeria and increases employee performance of a highly skilled, motivated and experienced workforce that an organization needs to excel.

Recommendations

The study recommended that policy formulated must also ensure that employees using work life balance policies are not overlooked when promotion opportunities arise. For successful work life balance initiatives there must be full management support. Therefore, management should provide a working environment for employees that supports work life balance. Also into day's scientific world, employers should identify the diverse WLB initiative needs of the various employees rather than providing generic and repetitive policies which may not be beneficial to some of them and thereby affect their performance.

This study has some limitations that present opportunities for future studies. The study was conducted within the manufacturing sector, hence the limitation in the generalizability of the results. Further studies should be carried out in the service sector such as hospitals, higher institutions educational sector, and IT sector, to examine how career development and flexible work arrangement could determine employee performance. Further studies on the current topic are suggested to involve other variables such as workplace resilience to cover more determinant of employee performance.

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